



National Commission on the Future of the Army

9 September 2015

Fort Drum, New York



Agenda

- **10MD & FDNY Integrated Command Brief**
 - ✓ “The Mountain Azimuth”
 - ✓ Senior Commander Overview
 - ✓ Deployment History
 - ✓ Army Total Force Policy (ATFP) Partnerships
 - ✓ Installation Overview
- **Round Table Discussion**
 - ✓ Army Total Force Policy
 - ✓ Aviation Restructure Initiative
 - ✓ 10th Mountain Division Capability Gap Analysis
- **Take-Aways**



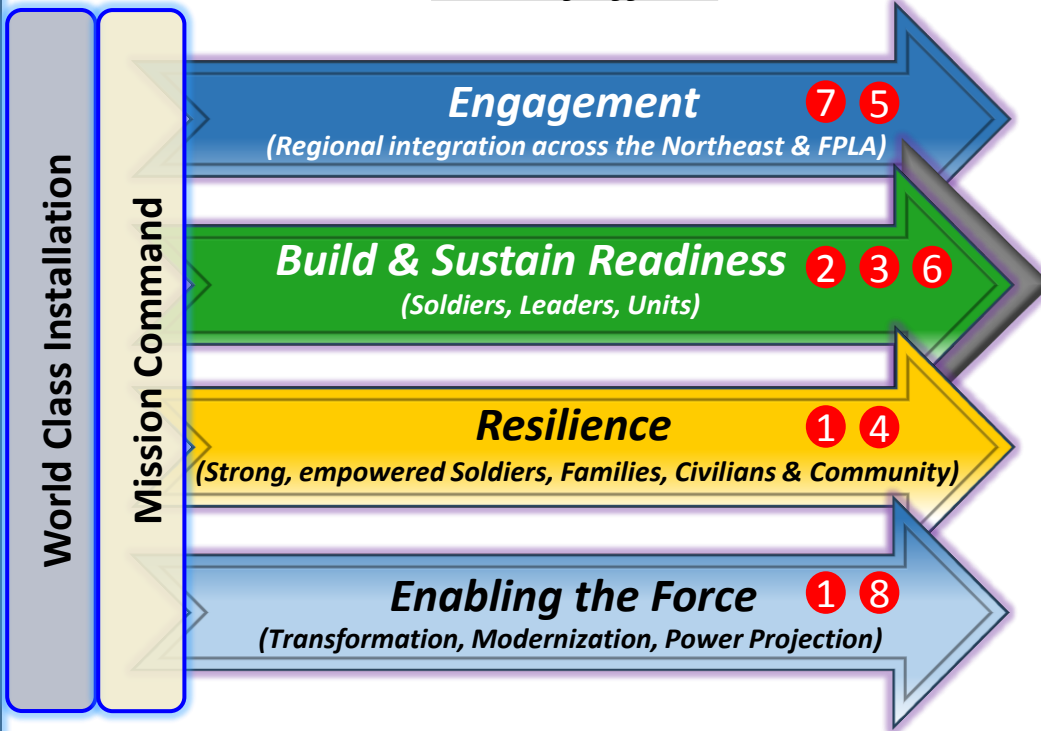
10th Mountain Division (Light Infantry) & Fort Drum Integrated Command Brief

The Mountain AZIMUTH

Mission:

Team Mountain—an integrated, multi-component, Joint team of Soldiers, Airmen, Civilians, Families, Regional partners, and 3/10 IBCT (FPLA)—prepares globally responsive combat-ready forces; On order, rapidly deploys adaptive expeditionary units and executes Unified Land Operations in support of the Joint Force to win in a complex world.

Lines of Effort:



What Winning Looks Like:

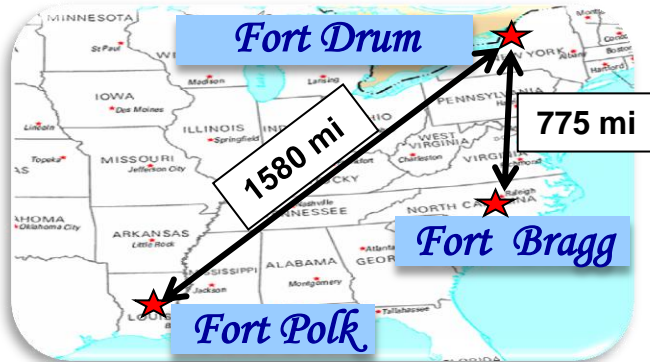
- 1 Soldiers, Airmen, Families, and Civilians at FDNY provided with world class support
- 2 Globally responsive combat-ready forces manned, trained, and equipped to exercise disciplined initiative in support of Joint Combined Arms Operations
- 3 Agile leaders that recognize & leverage opportunities, accept prudent risk, and master the "Summit Six" to adapt, innovate, & win
- 4 Mentally, Physically, & Spiritually strong Soldiers, Families, & Civilian Workforce
- 5 Vibrant regional partnerships established with the surrounding North Country communities & FPLA
- 6 Globally networked Home Station and scalable expeditionary mission command capabilities enabling Leaders to confidently Understand, Visualize, Describe, Direct, Lead & Assess
- 7 Habitual multi-component, Joint, and allied (CAN) partnerships anchored by FDNY as the NE premier training site
- 8 Dedicated installation professionals, integrated with the local community (schools and hospitals), assure Mountain success through optimized systems, processes, and state of the art infrastructure

Desired End State:

FDNY provides world-class support to Team Mountain in order to man, train, and equip globally responsive forces prepared to exercise disciplined initiative in support of Joint Combined Arms Operations. Agile leaders recognize & seize opportunities, accept prudent risk, and master the "Summit Six" to adapt, innovate, & win. Modern facilities & efficient processes ensure FDNY's optimal use of constrained resources while leveraging partnerships to meet Army Total Force Objectives.



Senior Commander Overview



★★★
CG, XVIII Airborne Corps

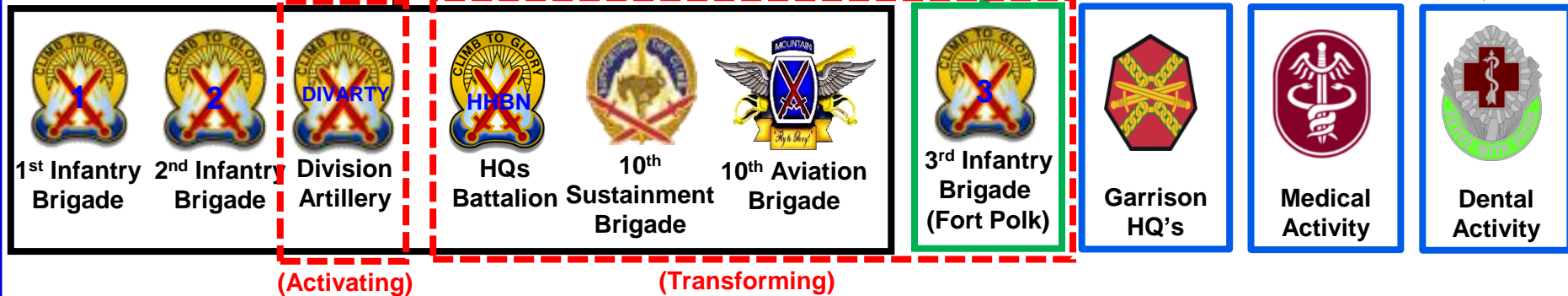
★★
CG, 10 MTN DIV and Senior Commander Ft Drum

Force Strength
CG, 10th Mountain Division bears responsibility for **23,439** Soldiers and DA Civilians:

- **19,284** at Fort Drum
- **4,155** at Fort Polk

Legend

Ft. Drum, NY 10th MTN ———
Ft. Polk, LA 10th MTN ———
Ft. Drum, NY Garrison ———



Senior Command Overview:

- The Division Commander is also Senior Commander for the installation
- Provides Training Readiness Authority (TRA) for organic units at home and deployed
- Maintains installation power projection platform
- When directed by DoD, provides Defense Support to Civil Authorities



10th MTN Division Recent History



10th Mountain's Deployments Since 1990

- Desert Storm (1990)
- Hurricane Andrew (1992)
- Somalia (1992-94)
- Haiti (1994)
- Sinai (1997, 1999, 2001-02)
- Bosnia (1997-02)
- Kosovo (2001-02)
- Iraq (2003-10)
- Afghanistan (2001-04, 2006-07, 2009-15)
- Tropical Storm Isaac (2012)
- Hurricane Sandy (2012)
- Numerous to Honduras, Djibouti, Saudi Arabia, et al.





Deployments Since 9/11



- Iraq deployments completed: 1x Div HQ, 8 x BDE level
- Afghanistan deployments completed: 5x Div HQ and 21 x BDE level
- Iraq deployments ongoing: 1 x BDE level
- Afghanistan deployments ongoing or upcoming: 1x Div HQ and 2 x BDE level
- Various other current and projected BN and below deployments and or PTDOs











	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
DIV HQ		OEF		OEF		OEF		OIF		OEF				OEF		OFS	
1/10 MTN	Kosovo		OEF		OIF		OIF			OEF			OEF			OIR	
2/10 MTN	OEF	OEF		OIF		OIF			OIF				OEF			OFS	
3/10 MTN			Activation			OEF			OEF		OEF		OEF			Inactivation	
4/10 MTN			Activation			OEF		OIF		OEF			OEF			OFS	
10 CAB			OEF				OEF		OIF		OEF		OEF		OFS	USFK	
10 SBDE			OEF			OEF		OIF			OEF		OEF			RAF	

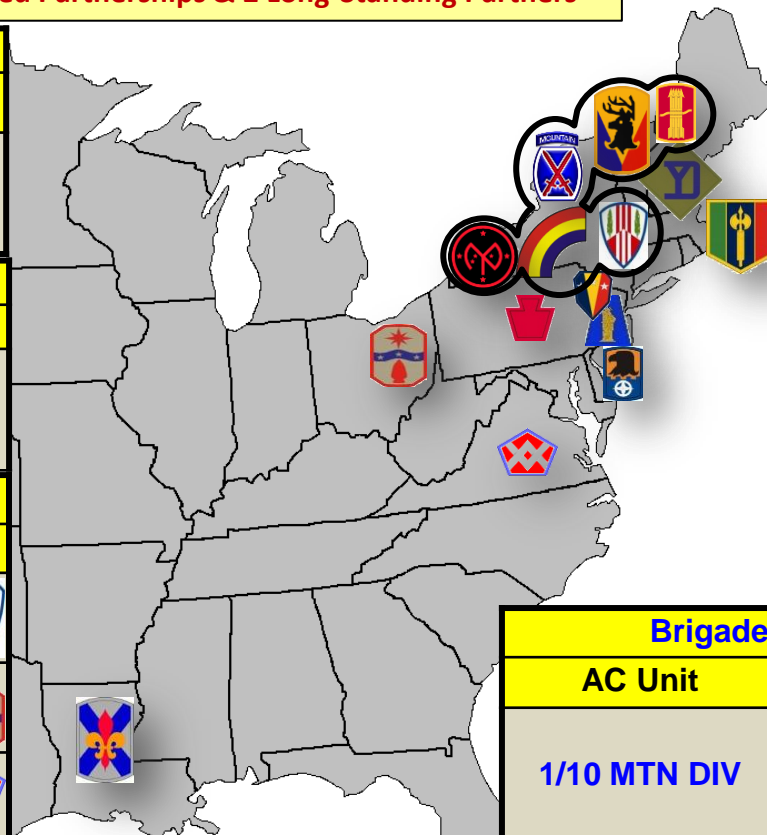






Total Army Active Partnerships

13 Directed Partnerships & 2 Long-Standing Partners



Division HQs	
AC Unit	ARNG
10 th MTN	42 nd ID (NY) 
	197 th FAB (NH) 
Aviation	
AC Unit	ARNG/USAR
10 th CAB	42 nd CAB (NYNG) 
	244 TAB (USAR) NJ 
Sustainment Brigade	
AC Unit	ARNG / USAR
10 th SBDE	369 SBDE (NYNG) 
10 th SBDE	371SBDE(OHNG) 
10 th SBDE	55SBDE(USAR) VA 
10 th SBDE	77SBDE (USAR) NJ 
Maneuver Enhancement Brigade (MEB)	
AC Unit	ARNG/USAR
10 th MTN	26 th MEB (MANG) 
10 th MTN	302MEB (USAR) MA 



Brigade Combat Teams	
AC Unit	ARNG
1/10 MTN DIV	27 th IBCT (NYNG) 
	50 th IBCT (NJNG) 
2/10 MTN DIV	86 th IBCT (VTNG) 
	2/28 IBCT (PANG) 
3/10 MTN DIV	256 th IBCT (LANG) 

Legend

Black Text = Original NERP

Red Text = NERP +



Installation Overview





Installation Mission

World Class Installation

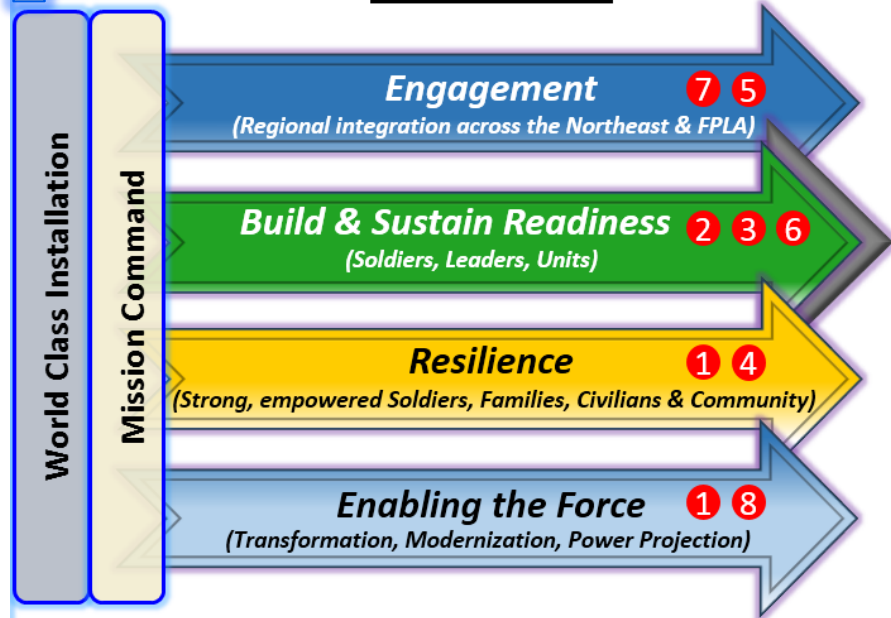
Infrastructure

- Ranges
- Airfield
- Rail
- Gyms
- Housing
- Soldier Barracks
- Chapels
- Youth Centers/CDCs
- Connectivity
- Utilities

Services

- Training Support
- Air Traffic Control
- Virtual Training Support
- Deployment Support
- Soldier and Family Readiness Programs
- Religious Services
- Child Care
- Medical and Dental
- Emergency Services

Lines of Effort:



Supporting over 38,000 daily

FDNY provides world-class support...in order to man, train, and equip globally responsive forces...in support of Joint Combined Arms Operations. Modern facilities & efficient processes ensure FDNY's optimal use of constrained resources while leveraging partnerships to meet Army Total Force Objectives.



Fort Drum's Value to the Army



MVA Military Value Analysis

- Training Capability
 - Maneuver Land
 - Range Sustainability
 - Training Facilities
 - Airspace
 - Indirect Fire
- Power Projection
 - Deployment Infrastructure
 - Seaport of Embarkation
 - Aerial Port of Embarkation
- Well Being (Quality of Life)
 - Access to Medical Care
 - Quality of Life Facilities
 - Family Housing
 - Brigade Complex
- Expansibility (Ability to Grow)
 - Buildable Acres
 - Urban Sprawl
 - Connectivity
- Geographic Distribution
 - Mean distance between installations

Total Support

Department of the Army (DA) Designated Regional Collective Training Center (RCTC)

AR 5-9 Support

- ☐ CONNECTICUT
- ☐ DELAWARE
- ☐ MAINE
- ☐ MASSACHUSETTS
- ☐ NEW HAMPSHIRE
- ☐ NEW JERSEY
- ☐ OHIO
- ☐ PENNSYLVANIA
- ☐ RHODE ISLAND
- ☐ VERMONT
- ☐ Parts of Canada

✓ Over 25,000 Reserve and National Guard Soldiers Train Annually at Fort Drum

✓ Fort Drum Supports NY State, County, and Local Law Enforcement Agencies

✓ Joint and International Forces

✓ Missile Defense Agency—IDT Site

✓ Network Enterprise Center (NEC) Regional Hub

Fort Drum is one of the most capable military installations supporting FORSCOM !



Population and Demographics



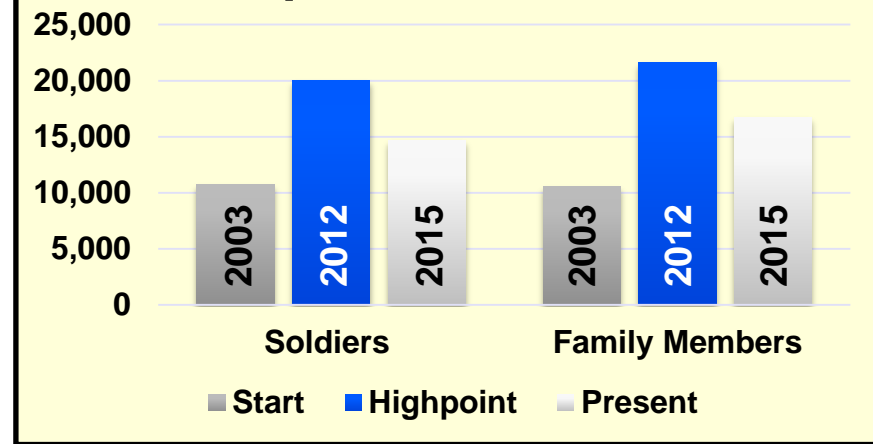
Quick Facts

- ✓ Over 38,000 supported
- ✓ 20,000 Soldiers and Family members live on post
- ✓ Fort Drum Soldiers & Airmen have children in 18 Districts & 4 Parochial Schools—26.7% of total enrollment

Total Active Duty Military (Post Pop. Report as of 30 Jun 15)	14,684*
School Aged Children of Military Members (School Liaison Officer Report Nov 14) (Included in Family Member Pop. below)	7,037
Total Military Family Members (Tricare Data as of 16 Jun 15; includes School Aged Children of Military Members)	16,689
Garrison AF Personnel (Post Pop. as of 30 Jun 15)	736
Garrison NAF Personnel (Post Pop. as of 30 Jun 15)	340
Division MSE Personnel (Post Pop. as of 30 Jun 15)	54
Tenant Personnel (Post Pop. as of 30 Jun 15)	1,838
Contractors (Post Pop. as of 30 Jun 15)	856
Total Fort Drum Civilian (Federal/Contract Personnel)	3,824
Retirees in 136XX Zip Code (2014 DoD Statistical Report)	2,857
Total Fort Drum Supported Population	38,054
Retirees in NY State (All Branches 2013 DOD Report)	39,399

* 14,091—10th MTN, 593—Other

Population Trends



Education

District	Total Children	Military Children	% Military
Indian River	4,255	3,042	71.49%
Carthage	3,480	1,815	52.16%
Watertown	3,947	633	16.04%
Private	960	319	33.22%
Other	13,728	1,228	8.95%

Health Care

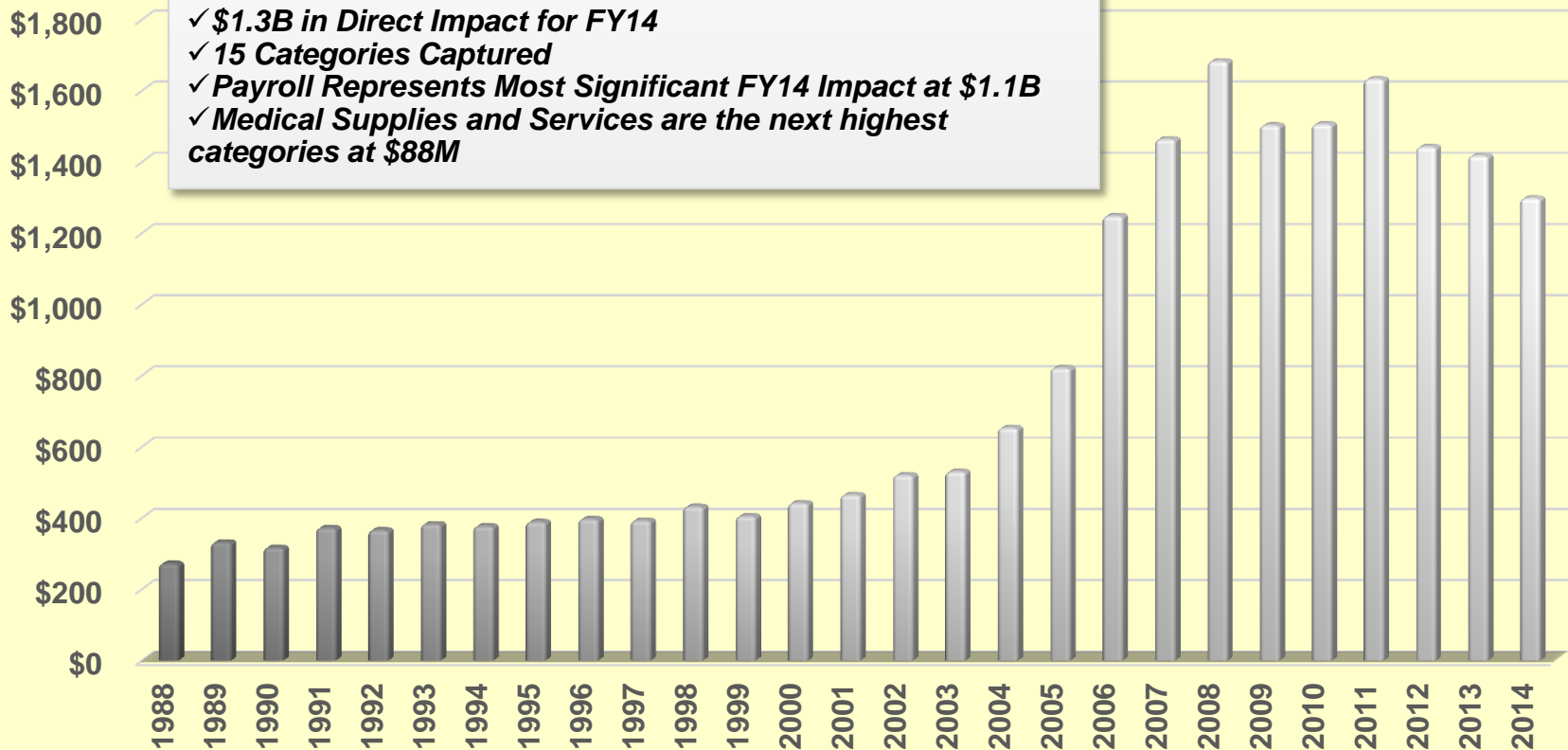
- ☐ Integrated Medical Model
- ☐ Unique to the Army...*emerging as a recognized best practice*
- ☐ Managed Care Support Contractor
- ☐ Five local hospitals



Economic Impact

Quick Facts

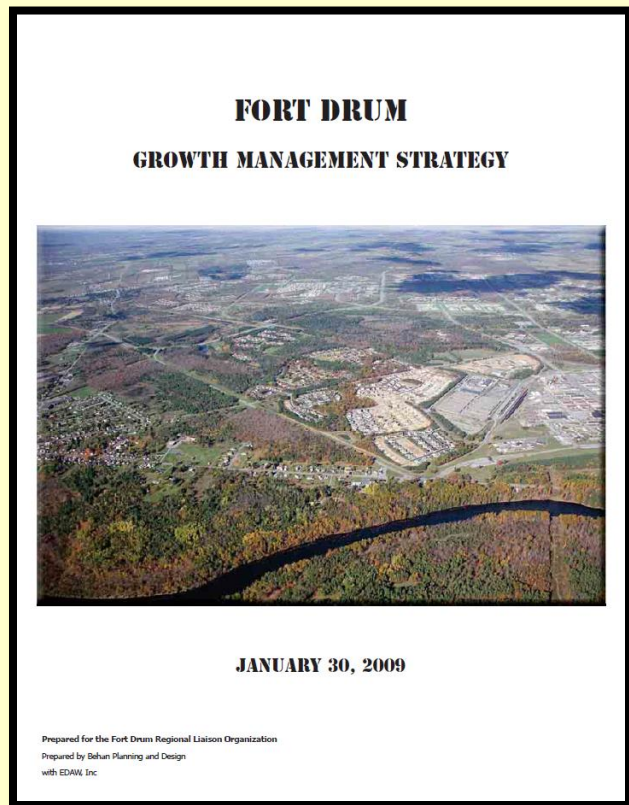
- ✓ \$1.3B in Direct Impact for FY14
- ✓ 15 Categories Captured
- ✓ Payroll Represents Most Significant FY14 Impact at \$1.1B
- ✓ Medical Supplies and Services are the next highest categories at \$88M



Cumulative Investment FY88 to Date
\$21,061,242,458



Planned, Positioned, and Proven



- 2009 Growth Management Strategy
- Housing, 3,800 new on- and off-post housing units—*good for the community and good for Fort Drum*
- Community Water & Sewer Investments, \$104M
- Transportation and Infrastructure Investments, \$107M
- Army Compatible Use Buffer Program (ACUB), \$6.8M, 4,700 acres
- Hospitals and Schools
- New 211 Service (Health and Human Services)
- Businesses and Colleges Supporting Soldier For Life—Transition Assistance Program
- NY State Commitment of \$26.5 million for Route 26 improvements and ACUB program

Community and State investments exceed ONE BILLION dollars!



Round Table Discussion

Topic 1: ATFP





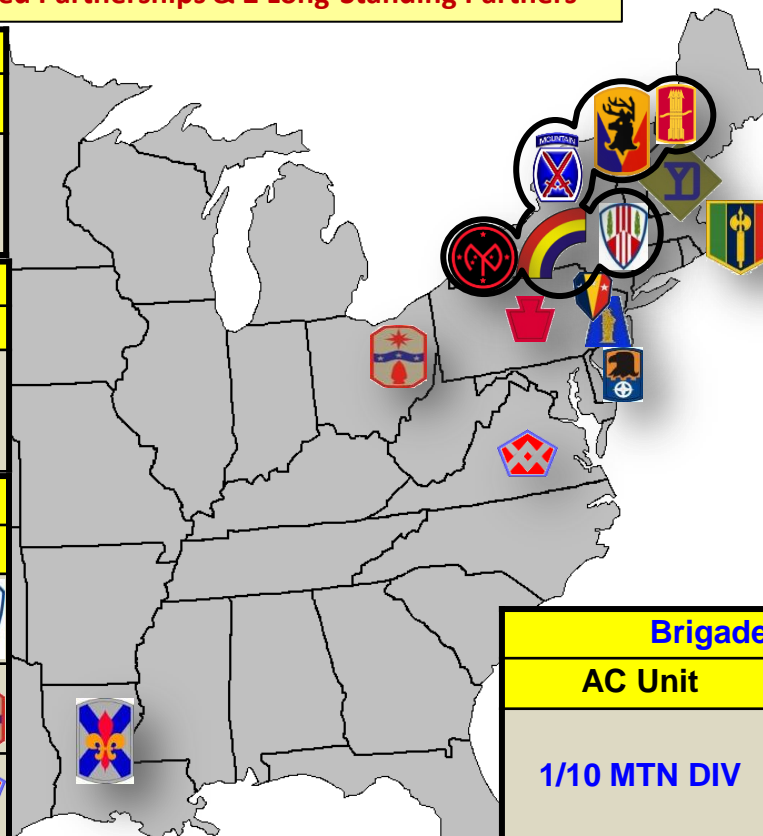
U.S. ARMY

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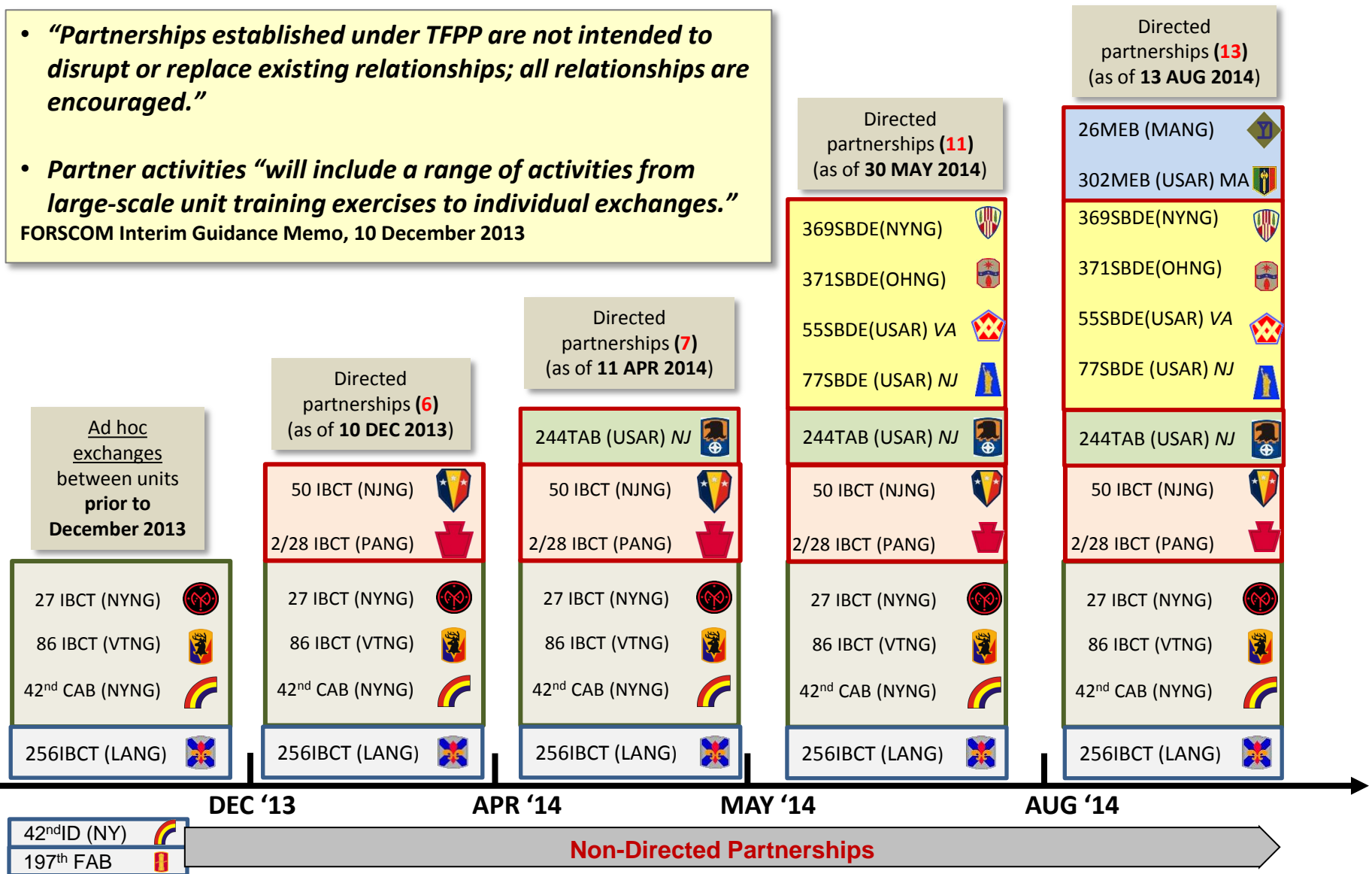


Evolution of 10th MTN ATFP Directed Partnerships



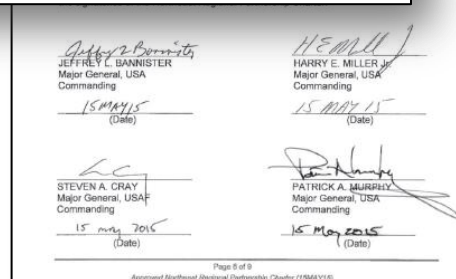
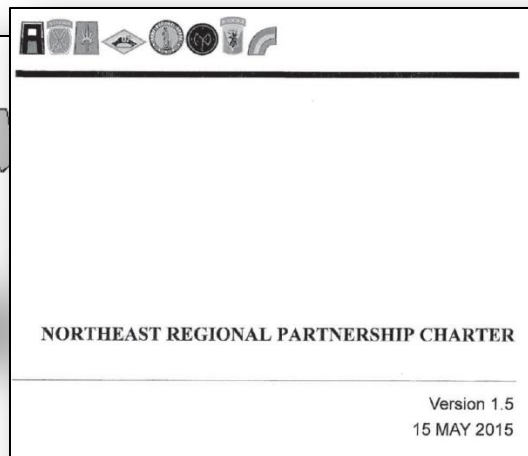
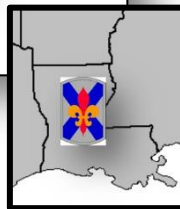
- *“Partnerships established under TFPF are not intended to disrupt or replace existing relationships; all relationships are encouraged.”*

- *Partner activities “will include a range of activities from large-scale unit training exercises to individual exchanges.”*
- FORSCOM Interim Guidance Memo, 10 December 2013





ATFP Implementation: The Northeast Regional Partnership (NERP)



- August 2014 - Initial meeting
- October 2014 - Working Group
- May 2015 - Charter Session
- Sept 2015 - Working Group
- Jan 2016 - Charter Session (T)

- NERP provides “a predictable and recurring planning process for partnered units at the Division level and below to enable Total Force Integration.” The NERP charter “seeks to establish a common understanding of expectations of all stakeholders.”
- NERP replaces the ad-hoc unit to unit partnerships that existed prior to 2013
- ATFP is unfunded, and the tyranny of geography remains a challenge



NERP ATFP Implementation Toolbox

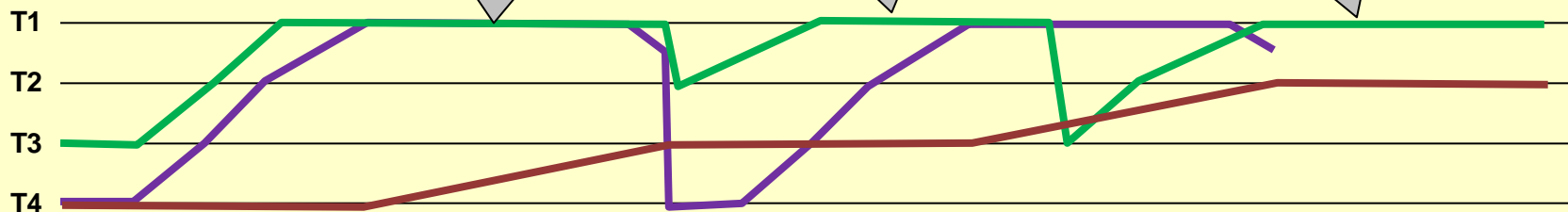
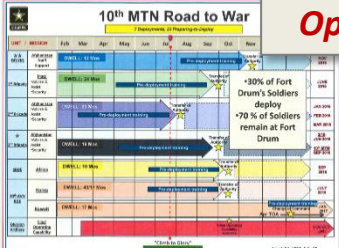
Initiative Category (1-4)	Description	Examples
1 – ASRC/TSSWG-confirmed event	<p>FORSCOM-directed AC support to RC collective training events. Supported RC units are not normally FORSCOM-directed partners.</p> <ul style="list-style-type: none"> • MiBT: 15-01 • xCTC: 13-05, 14-03, 15-04 • JRTC: 14-08, 15-04, 15-07.5, 15-08, 15-10 • CSTX: 86-14-02, 78-15-02 	<ul style="list-style-type: none"> • Combat Training Center (CTC) Rotation • Regional CTC • Exportable CTC (XCTC) • Warrior Exercise (WAREX) • Mission Readiness Exercise (MRE) • Warfighter Exercise (WfX) • Combat Support Training Exercise (CSTX) • Major home station events (i.e., CTEs)
Unfunded		Unfunded
2 – Unit-to-Unit coordinated event	<p>Field training event coordinated between partnered AC and RC units. Should begin as a deliberate effort after initial review at the NERP Meeting for GO input</p> <ul style="list-style-type: none"> • MiBT: 15-01 • Artic Warrior 14 • WfX 16-2 • EIB • EFMB 	<ul style="list-style-type: none"> • Multi-echelon Integrated Brigade Training (MIBT) • EIB, EFMB, etc. • Small Unit Lane Training • Mountaineer Skills Training • Integrated Lightfighter School Events
3 – Leader-focused activity	Formal and informal events/programs that enhance individual and collective competencies in the mission command nodes	<ul style="list-style-type: none"> • STAFFEX • Staff Ride • Staff Exchanges
4 – Knowledge-focused event	Formal and informal events/programs that facilitate sharing of lessons observed, best practices, etc., amongst partner units	<ul style="list-style-type: none"> • Lessons-learned/TTP/SOP sharing • SharePoint Portal collaboration/sharing • Battle Rhythm Event Integration (e.g., TRCM, QTBs, RtW briefs)



Leveraging SRM: Synchronizing Partner Training



Operational deployments influence how the training models align AC and RC partners



FY A				FY B				FY C				FY D				FY E			
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
PREPARE				MISSION				PREPARE		COMMITTED		PREPARE				MISSION			
PREPARE				COMMITTED				PREPARE		MISSION		PREPARE		COMMITTED		PREPARE			
PREPARE				MISSION				PREPARE				COMMITTED		PREPARE				MISSION	
RESET				TR-1				TR-2				TR-3				AVAILABLE			
RESET	T/R			AVAILABLE				RESET	T/R			AVAILABLE				RESET	T/R		



ATFP Summary Points

- 1. Active Component “span of control” challenging**
- 2. Lack of ATFP funding constrains options**
- 3. Difficult to synchronize AC/RC across training paths**

How could it be improved?

- Build NERP+ CTC force packages**
- Draw MCU HQ plug-in from NERP+ partner**
- Policy adjustments – funding for ATFP**



Round Table Discussion

Topic 2: ARI



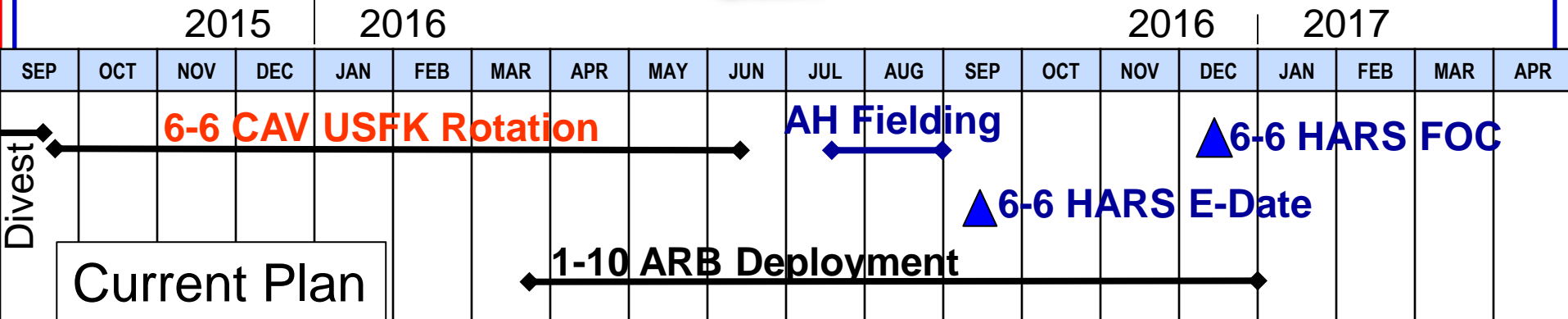


ARI Impacts to 10th MTN

Legend

- Attack Recon BN Not Available
- 1 of 2 Attack Recon BNs Available
- Both Attack Recon BNs Available

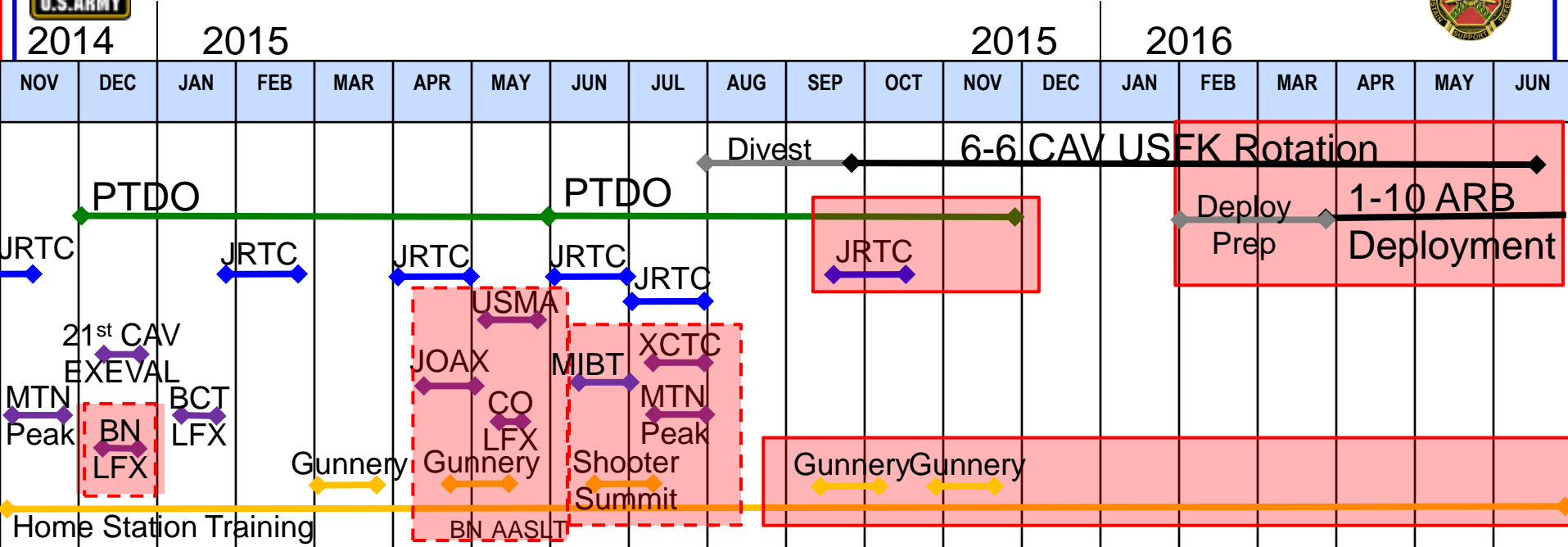
	FY14	FY15	FY16	FY17
	24/24	24/24	48/48	48/48
	30/30	30/30	--	--
	5/12	5/12	9/12	9/12
	--	--	8/12	8/12



ARI changes to 10th MTN are currently on track.
10th MTN can best meet our known and projected assigned mission requirements by staying the course.



Attack Recon OPTEMPO



10th CAB is the highest OPTEMPO BDE in 10th MTN.
Anticipate that trend to continue...

10th MTN/FDNY potential impacts if AH64s delayed:

- Reduced aerial lethality in 10th MTN (may include Shadow)
- Loss of Primary Division Aerial Reconnaissance
- Ground forces at risk due to atrophy on CCA and AGO
- Increased OPTEMPO to highest OPTEMPO BDE
- Ability to meet COCOMs rotational requirements at risk
- \$46,710,600 per year estimated economic impact to local community (ASIP); 491 Active Duty, 6 Contractors, 298 Spouses

Legend

(If only 1xARB assigned)

- Unable to Support
- At Risk to Support

10th CAB supported 5
 combat tours since 2001,
 4 of which required 2xBNs
 of ATK/Recon

"Climb to Glory"



ARI Impacts Summary

Currently No Impacts

- ARI changes to 10th MTN are currently on track.
- 10th MTN can best meet our known and projected assigned mission requirements by staying the course.

If legislation changes delay or cancel the AH64 transfers from RC to AC then the potential impacts would be:

- Loss of Primary Divisional Aerial Reconnaissance Battalion
- Reduced aerial lethality in 10th MTN which may include Shadow UAS
- Ground forces at risk due to atrophy on Close Combat Attack (CCA) and Air Ground Operations (AGO) to include small scale training and large CALFEX training
- New Objective-T CALFEX requirements include employment of rotary wing aircraft
- Increased OPTEMPO to highest OPTEMPO BDE
- Ability to meet COCOMs rotational requirements at risk
- \$46,710,600 per year estimated economic impact to local community (ASIP); 491 Active Duty, 6 Contractors, 298 Spouses



Round Table Discussion

Topic 3: Div Capability Gap Analysis





Mission Command



- **Impacts of “Focus Area Review Group (FARG) II” & Multi-Compo Unit (MCU) design:**
 - Staff capacity reductions (number, grade & specialties)
 - Mobilization authority
 - Funding
 - Available training days
 - RC Operational Detachment's proximity to FDNY
- **Home Station Mission Command Center (HSMCC):**
 - Existing Mountain Operations Center (MOC) does not match Army's vision for an HSMCC
 - Developing interim solution options ...
 - Pursuing MILCON solution to provide an enduring HSMCC
- **Technology advances vs capacity to adequately man, train and maintain equipment:**
 - Capability Set (CS) 14/15/16 challenges to BCTs
 - Institutional training lags new equipment issue
 - Signal Soldier / Leader shortages – significant impacts
- **Integration of cyber effects at the Division & below:**
 - Nascent capabilities vs an ever-increasing threat
 - Ability to train with / against cyber (CTC & HST)
 - High demand signal for Cyber Soldiers / Leaders vs supply
 - Requisite authorities to employ



Sustainment

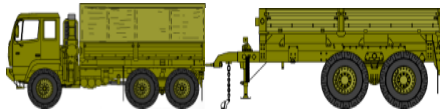
➤ Troop Transport Capability:

- BCT 2020 design eliminated BCT's organic capability to move troops (downrange or in training).
- Troop Transport now resides in CSSB and can move 1 x BN in 2 lifts (560 PAX).
- CSSB must support more than 1 BCT, reducing troop carrying capacity.
- Commanders flexibility is limited, and CSSB support to multiple BCTs is challenging.



LMTV W/TRLR

X 108 in DIV
(1152 PAX)



MTV W/TRLR

X 40 in DIV
(540 PAX)



➤ Extreme Cold Weather Capability:

- Recent Climate Zone Change supports increased stocks and modernization of Extreme Cold Weather (ECW) equipment (Individual & Organizational)
- Necessitates increased OCIE stocks and facility storage space.
- 10th Mountain Division will be better suited to provide forces capable of operating globally in extreme cold weather environments.



Fires / ADA



- **ADA systems capable of identifying and neutralizing enemy air threats no longer exist within Divisional or BCT organizations.**
 - **An ever-increasing enemy Air Threat (FW, RW and UAS), paired with our renewed Decisive Action focus highlight this gap**
 - **Majority of US Army SHORAD ADA resides within the Guard or Reserve**
 - **Habitual relationships for training & employment between existing AC / RC SHORAD formations and 10MTN DIV & Brigades do not exist**
 - **Opportunities may exist through partnership and SRM alignment to mitigate**



Capability Gap Summary

- The proposed MCU design raises concerns about reduced capability, mobilization authority, funding, available training days, and our RC plug's proximity to FDNY
- Fort Drum currently lacks an adequate facility to meet the Army's emerging Home Station Mission Command (HSMC) operating concept.
- Technologic advancements (e.g. CS14/15/16) continue to outpace unit/leader capacity to effectively absorb, successfully employ, troubleshoot, and maintain them
- 10th Mountain Division must integrate cyberspace operations and effects at all levels to enable maneuver and mission command
- BCTs have limited ability to move Soldiers and must rely on CSSB Composite Truck Company
- Recent Climate Zone change to Zone VII drive resourcing requirements to equip and store extreme cold weather OCIE and Organizational Equipment
- Organic SHORAD systems no longer exist within 10th Mountain Division



Take-Aways

- ❖ 10MD is aggressively executing the SECARMY's ATRP and, with some modification (funding and synchronization), can gain greater synergy and effect.
- ❖ 10MD is on track to complete ARI, and can best meet our known and projected assigned mission requirements by staying the course.
- ❖ 10MD's most critical Decisive Action (DA) capability gaps lie within our Mission Command, Sustainment and Fires Warfighting Functions.
- ❖ Fort Drum remains DOD's only premier training and power projection platform in the Northeast -- postured and positioned to meet our Nation's and the Army's current and future strategic needs.